

Echo Boomers' Job Hopping Behavior: Moderating Role of Emotional Intelligence on Burnout and Career Growth

Tinjung Desy Nursanti¹, Dhiya Salsabila.df²

Bina Nusantara University

Keywords

burnout, career development, echo-boomers generation, emotional intelligence, job-hopping

Abstract

The generation of the "echo boomers" or the Millennials is known for their tendency of changing job. They have an intense yearning for professional development and advancement. The features of the previous generation are not the same as the traits of the echo-boomers. They are quick to jump ship if workplace stress begins to negatively impact their mental health and they see opportunities elsewhere to advance their careers. However, it is understood that a person with even average emotional intelligence may plan out every one of their major choices. The researchers wanted to know if and how burnout and professional progress influenced job-hopping in the age of remote labor, which is mediated by emotional intelligence. The data was gathered through a survey conducted to 142 echo-boomers at DKI Jakarta. Analyses using the MRA (Modified Regression Analysis) tool found that both burnout and career development positively and significantly impacted job hopping. While career development can mitigate the impact of job hopping on emotional intelligence, emotional intelligence cannot moderate the impact of burnout on job hopping.

INTRODUCTION

Retaining highly qualified and potential personnel within the firm is one of the major issues faced by human resources departments in enterprises across a wide range of industries. Organizations seek employee loyalty over the long run because it enables them to count on

Abstrak

Generasi "echo boomer" atau yang dikenal dengan istilah generasi milenial memiliki kecenderungan untuk berpindah-pindah pekerjaan. Mereka memiliki kemauan yang kuat untuk pengembangan dan kemajuan profesional. Generasi echo-boomer memiliki ciri-ciri generasi sebelumnya tidak sama dengan ciri-ciri para echo-boomer. Mereka akan segera mengambil tindakan jika stres di tempat kerja mulai berdampak negatif terhadap kesehatan mental mereka dan mereka melihat peluang di tempat lain untuk memajukan karier mereka. Seseorang dengan kecerdasan emosional rata-rata dapat merencanakan setiap pilihan utama mereka. Para peneliti ingin mengetahui apakah dan bagaimana kelelahan dan kemajuan profesional memengaruhi perpindahan pekerjaan di era kerja jarak jauh, yang dimediasi oleh kecerdasan emosional. Data dikumpulkan melalui survei yang dilakukan terhadap 142 echo-boomer di DKI Jakarta. Analisis melalui MRA (Modified Regression Analysis) menemukan bahwa kelelahan dan pengembangan karier berdampak positif dan signifikan terhadap perpindahan pekerjaan. Meskipun pengembangan karier dapat memicu dampak perpindahan pekerjaan terhadap kecerdasan emosional, kecerdasan emosional tidak dapat mengurangi dampak kelelahan yang ditimbulkan karena dilakukannya perpindahan pekerjaan.

the workplace is only 2 years, 9 months. Baby Boomers can last in a company for 8 years and 3 months, while Gen Xers can last for even longer—5 years and 2 months. Job-hopping behavior is the term used to describe this conduct (Thaariq, 2023).

As explained by (Viakarina & Pertiwi, 2022), "Job Hopping" refers to the act of employees switching jobs frequently, usually after one or two years, without giving a second thought to the duration of their current position at the prior company. Rouse asserts in (Nabahani & Riyanto, 2020) that those who work for a short period of time and switch jobs frequently are engaging in job hopping. If people are dissatisfied, they are more likely to shift jobs than to remain with a single employer for an extended period of time. Pranaya (2014) in Zamri et al. (2022), explained that job hopping is a phenomenon of switching jobs, which is a pattern of switching companies within a working period of one or two years with the personal will of the employee and without any coercion as a result of the termination effect or closure of the company. The following graph summarizes study findings about the rate of job-hopping among members of echo-boomers generation.

The research shows that the vast majority of workers will switch jobs between two and three times throughout the course of their careers, and that this occurs at least once. People in their 20s and 30s, also known as "echo boomers," were polled for this study. The survey data

these workers to deliver the greatest results for the company. The Millennial generation, commonly referred to as the "echo boomer generation," is the one that currently dominates the labor market (Mas'ul, 2023). In (Pandey, 2019) and (Swan, 2021), Manheim describes generation as a social phenomenon that shares various characteristics, including experience, age, and mindset, and which is calculated over a period of 20 years. The millennial generation, also known as the echo boomers, were categorized by Strauss and Howe in Thaariq (2023) based on their birth years 1982 to 2002, which means they are currently between the ages of 20 and 30. On the report of Hanina (2022), this generation is associated with the behavior and traits of switching jobs within a short period of time. Meanwhile, based on Paulise (2021), compared to other generations, the average lifespan of this generation of echo boomers in

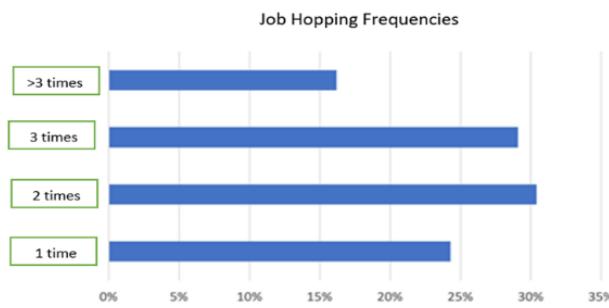


Figure 1. Job Hopping Frequencies

Source: Hanina (2022)

also revealed that the most common response for length of employment was "more than 3 years" (30.8%). In contrast, the lowest time frame suggested by their responses is from 6-12 months (41.2%). These numbers show that neither millennials nor echo boomers consider the topic of job hopping to be taboo (Mahoney, 2015).

Acquired from The Deloitte Survey in 2023 of the echo boomer and gen Z generations, 24% of the echo boomer genes would quit their jobs in less than two years, and 36% of the echo boomer genes also made the decision to leave a company or job even though they had not yet been offered one. This should serve as a warning to businesses, who should take note and determine what reasons lead this generation of echo boomers to engage in job-hopping activity. They switch jobs frequently for a variety of reasons. It is well recognized that career growth is one of the key aspects. High burnout rates, mental health issues that interfere with people's personal life, professional advancement that is trapped in the company, and greater opportunities that can be offered by other organizations are some of the known prevailing causes. The research result then summarized in the Figure 2.

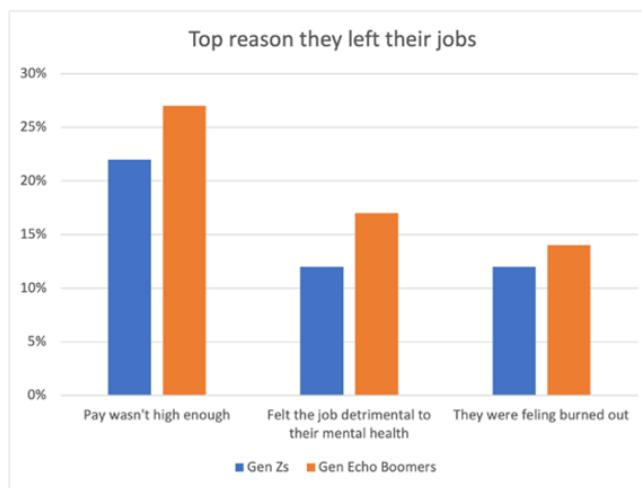


Figure 2. Top Reasons of Why Gen ZS and Echo Boomers Leaving Job

Source: The Deloitte Global Gen Z and Millennial Survey (2023)

Career development is a work-related process that aims to enhance an individual's work skills or their technical, conceptual, and moral knowledge in accordance with organizational or corporate needs in order to help them land the position or career they want in the future, which is also aided by internal aspirations and existing and previously thought-out goals (Sihombing et al., 2018). According to Bhatti & Alvi (2022), professional growth has a favorable impact on job hopping. This demonstrates the significance of professional growth for people. Research from Hall et al (2022), discovered that professional prospects are one of the variables that motivate someone to perform job hopping, also contributes support for this.

In addition to career advancement, poor mental health, which ultimately results in burnout, is one of the reasons why these people change jobs frequently. A poll by Fisher (2023) to determine the stress and burnout levels of the youngest generation in the workforce during the Covid-19 epidemic or as it approaches endemic lends support to this. According to the survey, it was discovered that the high demand from the company where they worked prompted 45% of echo boomers to feel burned out, leading to 44% of them making the decision to leave the company. Burnout, according to Kreitner and Kinicki in Edú et al (2022), is brought on by protracted stress and starts to happen when a person lacks confidence and starts to doubt his own ideals. According to Pines and Arinson in Maslach & Leiter (2016), burnout is a condition of prolonged physical, mental, and emotional weariness caused by a circumstance where the employee is under a lot of expectations and emotional stress.

Simamora in (Soelton, Ketaren, et al., 2021; Soelton, Wahyono, et al., 2021) argues that a high turnover rate is detrimental to businesses because it creates insecurity in the workforce and forces them to shell out more cash to bring former employees back. It may be necessary to revamp the recruitment process or create a brand-new training program in order to replace employees that have a history of job-hopping. The foregoing discussion makes it quite evident that a company will suffer if its employees regularly transfer employment. One technique to keep a company's potential human resources is to foster close working relationships, as this lessens the influence of external factors that could cause employees to behave negatively. Employee turnover can be predicted in large part by the establishment and maintenance of shared commitment in working relationships, as stated by Meyer and Allen in (Mensah & Kosi, 2016). From a social exchange viewpoint, Coyle-Shapiro et al (2005) argue that one way commitment is cultivated in the workplace is through the successful completion of a psychological contract (Wood et al., 2020).

A person with strong emotional intelligence is known to be able to govern both himself and people around them, thus they always think about the consequences of their actions before making a choice, nor leading the project as well as completing it (Aswin et al., 2022). In contrast to intellectual quotient (IQ), which only accounts for 20% of an employee's performance, Goleman in (Coronado-Maldonado & Benítez-Márquez, 2023) claims that emotional intelligence (EQ) accounts for up to 80% of the achievement and success of employee performance in both individuals and companies. Emotional intelligence also can be seen as the capacity to self-motivate, tolerate frustration, avoid exposure to stress, and not exaggerate joy or misery. The ability to detect and manage one's emotions helps people avoid being controlled by stress or burnout, which can have a negative effect on them (Hasaniyah & Rizal, 2018).

On top of that, Goleman adds that emotional intelligence also encompasses self-awareness and control over acting on impulses that inspire, motivate, and inspire tenacity in others as well as in oneself. In order to reach the desired results, emotional intelligence can also be employed to accomplish goals and increase productivity (Sfetcu, 2020). Someone who changes jobs frequently for career growth may be doing so because their current employer does not provide them with the resources or opportunity they need to advance in their current position. The skill or competence in managing relationships with other people, whether working or not, is one of the markers or signals of someone having excellent emotional intelligence.

LITERATURE REVIEW

The rising trend of job-hopping among Echo Boomers, known as Millennials, has become a notable issue in the modern workforce. Research indicates that several psychological and organizational factors, including burnout and possibilities for professional advancement, contribute to this problem. Comprehending the moderating influence of emotional intelligence in this situation is essential for reducing turnover and promoting sustained career advancement (Maslach & Leiter, 2022, 2016).

Echo Boomers demonstrates a greater propensity for frequent employment changes than preceding generations (Lyons et al., 2015). Determinants of this conduct encompass unhappiness with work-life equilibrium, career stagnation, and the aspiration for professional advancement (Andrade et al., 2019). Moreover, Millennials exhibit less organizational commitment owing to their inclination for dynamic and relevant work situations (Tanoto & Tami, 2024).

Burnout is a major predictor of job-hopping tendencies, particularly among younger workers. Prolonged exposure to professional stresses, including excessive workload, role uncertainty, and insufficient managerial support, frequently leads to emotional weariness and depersonalization (Edú-Valsania et al., 2022). Research suggests that Millennials suffering from burnout are more inclined to pursue alternative job possibilities in quest of improved working circumstances (Zahari & Puteh, 2023).

Opportunities for career advancement profoundly influence Millennials' choices about their retention or departure from a company (Triana & Prihandoko, 2024). Research indicates that individuals with well-defined professional advancement trajectories demonstrate increased engagement and reduced turnover intentions (Tóth-Király et al., 2023). When firms neglect to offer growth programs, talent advancement, or leadership possibilities, job-hopping frequently emerges as a prevalent option (Dewi & Nurhayati, 2021; Zahari & Puteh, 2023).

Some previous studies identified that emotional intelligence is a significant component in the management of stress in the workplace and the achievement of job satisfaction (Hatta & Abdullah, 2020). People with high emotional intelligence are better suited to deal with burnout, to control their emotions, and to construct robust coping strategies. The results of recent research indicate that employees who have a high EI exhibit higher flexibility, which in turn reduces the chance of making rash decisions about their employment (Coetzee & Harry, 2014; SABIE et al., 2025). Furthermore, emotional intelligence improves interpersonal interactions and professional engagement, both of which are essential for the success of a career over the long term (Gong et al., 2019; Umesh et al., 2023).

In the context of the Echo Boomer generation, the interaction between burnout, professional progress, and job-hopping activity highlights the significance of emotional intelligence as a moderating element (Gong et al., 2019; Lu & Gursoy, 2013). Emotional intelligence (EI) development programs, mentorship efforts, and career progression opportunities should be prioritized by organizations when the goal is to decrease employee turnover rates (Ikart, 2023; Supramaniam & Singaravelloo, 2021). The retention of great talent and the mitigation of the negative impacts of burnout on workforce stability are both possible outcomes for companies who cultivate a working environment that is growth-oriented and supportive (Radu, 2023; Zhenjing et al., 2022).

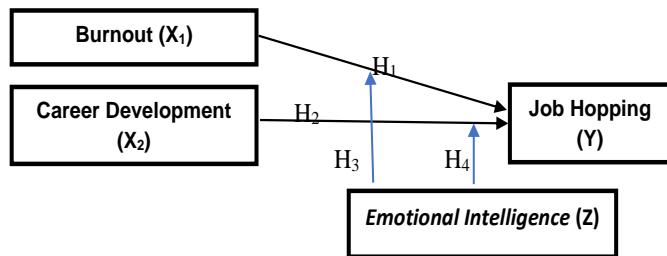
Due to the incidents, the present study centers its attention on three phenomena that exert an impact on contemporary organizations. The phenomena under examination encompass the prevalence of the millennial cohort within workplaces and organizations, particularly in positions of leadership, as well as the elevated as the primary factor contributing to challenges in employee retention, organizational stability, and sustainable talent development.

RESEARCH METHODS

In this study, quantitative research methods were employed because the researchers wanted to determine how the results of hypothesis testing regarding the causal relationship between the effects of burnout and career development on job hopping, as well as how the role of emotional intelligence strengthens or weakens a relationship between the independent variables and the dependent variable, would translate into practice.

By distributing questionnaires and conducting a literature review, this study collects both primary and secondary data. The method of sampling is a non-probability sampling method by choosing components of the population that do not have the same possibility to be chosen as a sample, as a sampling technique that has a subjective nature, so that the population cannot be later identified. Additionally, a purposive sample approach was employed to meet the criteria in accordance with the needs of the research. In order to calculate the number of samples, the following formula from (Ferdinand, 2018); (Hair et al., 2019) is employed, where the number of indicators is multiplied by 5 to 10. Burnout has four indicators, professional development has four indicators, job hopping has three indicators, and emotional intelligence has four indicators. According to the justification given, there are 15 indicators in this survey, which means that the sample size falls between 75 and 150 respondents. Thus, 142 individuals who meet the study's established criteria were given the questionnaire. The DKI Jakarta region serves as the study's sample. The researcher's criteria, such as having done remote work, having moved at least once during a work time of less than two years, residing in DKI Jakarta, and being between the ages of 20 and 30, were also taken into consideration while determining the sample size.

Following the completion of all surveys, the data is sorted, changed from ordinal to interval data using the MSI (method of successive interval), and then tested using SPSS. This study employed the validity and reliability test, classification assumption test, which covers the normality test, multicollinearity test, heteroscedasticity test, and linearity test. Then, a multiple regression analysis test is run, consisting of a partial test (T), simultaneous test (F), and a deter-

**Figure 3. Research Framework**

Source: authors data (2023)

mination coefficient test. This test is meant to ascertain whether the independent variables have any effect on the dependent variable, either partially or simultaneously. Then, a Modified Regression Analysis (MRA) test was run in order to determine the influence of the moderating variable and the independent variable on the dependent variable. Below is the research framework that depicted the relationship among variables.

Based on the research framework above, the hypotheses can be derived as follows:

H1: Burnout has a positive and significant influence on job hopping in the remote work era for the Echo Boomers generation in DKI Jakarta.

H2: Career development has a positive and significant influence on job hopping in the remote work era for the Echo Boomers generation in DKI Jakarta.

H3: Emotional intelligence moderates the influence of burnout on job hopping in the remote work era for the Echo Boomers generation in DKI Jakarta.

H4: Emotional intelligence moderates the influence of career development on job hopping in the remote work era for the Echo Boomers generation in DKI Jakarta.

RESULT AND DISCUSSION

Respondent Profile

A total of 142 people filled out the survey, and their demographic information was analyzed based on questions about their age, education, employment history, and frequency of job changes. According to the data collected, 106 (74.46%) were female, while 36 (25.36%) were male. It shows that the majority of DKI Jakarta's echo boomers are women, and that these women tend to hold positions of power. In terms of age distribution, 64.78 percent of respondents were between the ages of 20 and 25, while 26.05 percent were between the ages of 26 and 31, 5.63 percent were between the ages of 32 and 36, and 3.54 percent were between the ages of 36 and 40. When asked about their highest level of education attained, the responses broke down as follows: 28.17 percent had completed their senior year of high school or its equivalent, 10.56 percent had earned a diploma, 51.41 percent had earned a bachelor's degree, 7.75 percent had earned a master's, and 2.11 percent had earned a doctorate.

Meanwhile, in terms of years of service, as many as 34 people (23.94%) had worked for a total of 6 months or less, 35 people (24.6%) had worked for between 1 and 2 years, and the

remaining 37 people (26.06%) had worked for more than 2 years. The last one, according to the characteristics of the frequency of changing jobs, there were 77 respondents (54.23%) who changed jobs frequently (1-2 times), 40 respondents (28.17%) who frequently (2-3 times), and 25 respondents (17.60%) who frequently (> 3 times) of changing jobs.

Statistical Test Results

It may be deduced that the data from the variables burnout (X1), career development (X2), job hopping (Y), and emotional intelligence (Z) are valid and reliable. Meanwhile the normality test result reveals the quality of the employed regression model. The data is regularly distributed and pass the aforementioned normality test's decision-making requirements. There is no multicollinearity for burnout (X1) and career development (X2) based on the aforementioned criteria for decision-making. Hence, test of heteroscedasticity showed that there is no heteroscedasticity issue, allowing for the creation of an excellent and ideal regression model. For the result of linearity test the variables of career development (X2) and job hopping (Y) have a meaningful linear connection. Thus, after fulfilling all the classical assumption requirements, the existing data can be continued for further analysis.

The objective of this multiple linear regression study is to determine how two or more independent variables affect the dependent variable. Thus, the findings are acquired through several tests based on the multiple linear regression computations, specifically as Table 1.

Attached in a separate file

The linear regression equation can be derived from table 1 using the regression coefficient found in the aforementioned regression analysis is $Y = 5.840 + 0.173X_1 + 0.262X_2$. It can be shown that the equation above indicating that X is the estimated regression derived from the calculated data can be interpreted that the constant value (0) of 5,840 for job-hopping indicates that burnout (X1) and career development (X2) are both zero. If burnout (X1) rises by 0.173, job hopping (Y) will rise by 0.173 as well, providing the other independent variables in the regression model remain unchanged. Meanwhile, a regression coefficient X2 of 0.262 indicates that an increase in career development will lead to a similar increase in job hopping (Y), all other independent variables being held constant.

The previous table can also be used to interpret the result of partial t-test that seeks to ascertain the degree to which each independent variable in a study affects the dependent vari-

Table 1. Multiple Regression Summary

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
1 (Constant)	5.840	3.027		1.929	.056
Burnout (X ₁)	.173	.024	.500	7.065	.000
Career Development (X ₂)	.262	.063	.293	4.146	.000

a. Dependent Variable: Job Hopping (Y)

Source: data processed (2023)

Table 2. Anova F value

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	1055.448	2	527.724	31.248	.000 ^b
	Residual	2347.489	139	16.888		
	Total	3402.937	141			

a. Dependent variable: Job Hopping (Y)
b. Predictors: (constant), burnout (X₁), career development (X₂)

Source: data processed (2023)

variable (Sugiyono, 2014: 213). It shows that the hypothesis H₀ is rejected and the hypothesis H_a is accepted, indicating that the burnout variable (X₁) has a partial effect on Job Hopping (Y), with a significance value of less than 0.05 (0.000), and a t-test statistic value of 7.065 which is higher than t-table ($> t\text{-table } 1.665$). Moreover, it can be stated that the hypothesis H₀ is rejected and the hypothesis H_a is accepted because the career development variable (X₂) has a partially significant effect on job hopping (Y) with a p-value of $0.000 < 0.05$, and the t-test statistic of 4.146 which is higher than t-table of 1.665.

The F test is used to examine the impact of the independent variable on the dependent variable, according to Widarjono (2018). If the test's Sig value is less than 0.05, it can be regarded to be viable.

Attached in separate file

Based on table 2, it is shown that the significance value is less than 0.05 (0.000) and the F-count value is more than F-table ($31.248 > 3.06$). The data findings show that H₀ is rejected and H_a is accepted, indicating that burnout (X₁) and career development (X₂) have a major impact on Job Hopping (Y) at the same time.

According to the data in the table above, the coefficient of determination (R Square) is 0.310, which indicates that the dependent variable of job hopping (Y), is influenced by all independent variables as burnout (X₁) and career development (X₂) simultaneously to the extent of 31%. While other factors that were not examined in this study have an impact on the remaining 69%.

Furthermore, to determine how much direct or indirect effect there is between the independent factors and the dependent variable, the moderated regression analysis test is employed (Ghozali, 2017) and gave the following results as summarized in the Anova table as well as Moderated Regression Analysis table.

Table 3. Coefficient of Determination Result Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.557 ^a	.310	.300	4.10955	

a. Predictors: (Constant), Burnout (X₁), Career Development (X₂)
b. Dependent Variable: Job Hopping (Y)

Source: data processed (2023)

Table 4. Result test of Anova with Moderated Variable

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	1.216.027	5	243.205	15.125	.000 ^b
	Residual	2.186.910	136	16.888		
	Total	3.402.937	141			

a. Dependent variable: Job Hopping (Y)
b. Predictors: (constant), moderating (emotional intelligence-Z), burnout (X₁), career development (X₂)

Source: data processed (2023)

Table 5. Moderated Regression Analysis Coefficients of Determination**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error	of the Estimate
1	.598 ^a	.357	.334		4.01001	

a. Predictors: (Constant), Burnout (X₁), Career Development (X₂), Emotional Intelligence (Z)

Source: data processed (2023)

The significance level of the ANOVA test result ($0.000 < 0.05$) with emotional intelligence as a moderating variable denotes that H_0 is rejected and H_a is accepted. Thus, it is clear that burnout (X₁) and career development (X₂), along with job hopping (Y), have a considerable impact on each other with the effect being tempered by emotional intelligence (Z).

According to the information in the table above, the contribution of the coefficient of determination (R Square) is 0.357, which means that the variables for burnout (X₁) and career development (X₂) have a 35.7% influence on the variable for job hopping (Y), which comes after the moderation variable for emotional intelligence (Z). Thus, it can be inferred that after the moderating variable emotional intelligence (Z), the variables of burnout (X₁) and career development (X₂) can have a stronger impact on the variable job hopping (Y).

CONCLUSION AND RECOMENDATION

These findings from this research can be translated into the following conclusions, that it can be inferred that burnout has a favorable and significant impact on job hopping for the echo-boomers generation in DKI Jakarta in the era of remote work, career development has a favorable and significant impact on job hopping for the echo-boomers generation in DKI Jakarta in the age of remote work. Meanwhile, job hopping in the remote work period among the echo-boomers generation in DKI Jakarta cannot be moderated by emotional intelligence. This indicates that even if a person has good control over their emotional intelligence, it may not be enough to prevent them from job hopping. Even though they have just worked for a brief period of time, people with high emotional intelligence will nonetheless switch jobs if they feel

that Burnout cannot be overcome. Moreover, emotional intelligence plays a moderating function in the relationship between career development variables and job hopping by reducing the impact of career development on job hopping. Therefore, for the echo-boomers generation in DKI Jakarta, emotional intelligence has the ability to reduce the impact of career development on job hopping in the age of remote work. Thus, if a person exhibits high emotional intelligence, they will comprehend the process and the subsequent efforts required to advance their career in a single organization, and they will think twice before considering job hopping. One indicator of the emotional intelligence indicators, which is the capacity to manage positive relationships with coworkers and organizations, shows that in order to advance one's career, support is required from the organization, as well as from colleagues and their leaders, concerning that everything to go in line with their objectives and desires. The amount of burnout and possibilities for career growth or career development inside the organization will thereafter become one of the issues that need attention for companies or organizations based on the respondents' enthusiasm. Companies must consider what these employees require in terms of professional growth and their talents; if their willingness and capabilities grow, they will be more devoted, give the greatest performance, and be loyal to the company.

REFERENCES

Andrade, M., Westover, J., & Kupka, B. (2019). The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction. *International Journal of Human Resource Studies.*, 9(80). <https://doi.org/10.5296/ijhrs.v9i2.14375>.

Aswin, A. ., Pratama, Y., & Nursanti, T. . (2022). The Effect of Emotional Intelligence and Cognitive Ability on Project Manager Success and Gender as The Moderator. *7th North American International Conference on Industrial Engineering and Operations Management*. <https://doi.org/10.46254/NA07.20220470>.

Bhatti, M., & Alvi, M. (2022). Impact of Career Growth on Employee Job Hopping with Moderating Role of Job Security. *International Journal of Social Science & Entrepreneurship.*, 2, 218–226. <https://doi.org/10.58661/ijssse.v2i2.50>.

Coetzee, M., & Harry, N. (2014). Emotional intelligence as a predictor of employees' career adaptability. *Journal of Vocational Behavior.*, 84, 90–97. <https://doi.org/10.1016/j.jvb.2013.09.001>.

Coronado-Maldonado, I., & Benítez-Márquez, M.-D. (2023). Emotional intelligence, leadership, and work teams: A hybrid literature review. *Heliyon*, 9(10). <https://doi.org/10.1016/j.heliyon.2023.e20356>

Coyle-Shapiro, J., Shore, L., Taylor, M., & Tetrck, L. (2005). The Employment Relationship: Examining Psychological and Contextual Perspectives. *Psychology*. <https://doi.org/10.1093/oso/9780199269136.001.0001>.

Dewi, R. S., & Nurhayati, M. (2021). The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research.*, 6(4), 11–18. <https://doi.org/10.24018/ejbm.2021.6.4.918>.

Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A Review of Theory and Measurement. *Int J Environ Res Public Health.*, 19(3), 1780. <https://doi.org/10.3390/ijerph19031780>.

Edú, S., Laguía, A., & Moriano, J. (2022). Burnout: A Review of Theory and Measurement. *International Journal of Environmental Research and Public Health.*, 19(3), 1780. <https://doi.org/10.3390/ijerph19031780>.

Ferdinand, A. S. B. penerbit U. D. . (2018). *Metode Penelitian Manajemen Edisi 5*. Badan Penerbit Universitas Diponegoro.

Fisher, J. (2023). *Workplace Burnout Survey: Burnout without borders*. Deloitte Global.

Gong, Z., Chen, Y., & Wang, Y. (2019). The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital. *Front Psychol.*, 10(2707), 1–11. <https://doi.org/10.3389/fpsyg.2019.02707>

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, M. C. (2019). When to use and how to report. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>

Hall, A., Morgan, B., & Redelinghuys, K. (2022). The relationship between job-hopping motives and congruence. *SA Journal of Industrial Psychology.*, 48. <https://doi.org/10.4102/sajip.v48i0.1938>.

Hanina, T. (2022). *Fenomena Job Hopping Kaum Millennials, Masih Ada Stigma?* IDN Times. <https://www.idntimes.com/life/career/tyas-hanina-1/fenomena-job-hopping-bagi-kaum-millennials>

Hasaniyah, A., & Rizal, Z. (2018). The Determinants and Consequents of Employee Performance: The Role of Intelligence Quotients (IQ), Emotional Quotients (EQ) and Organizational Culture. *International Journal of Multicultural and Multireligious Understanding*, 5(1), 92–101. <https://doi.org/10.18415/ijmmu.v5i1.3965>

Hatta, A., & Abdullah, N.-A. (2020). The Role of Emotional Intelligence in Work Stress and Work Performance. *International Journal of Academic Research in Business and Social Sciences.*, 10(10). <https://doi.org/10.10.6007/IJARBSS/v10-i10/7940>.

Ikart, E. (2023). Emotional Intelligence: Why Its Matters in Change Leadership and Innovation in the 21st Century Styles of Work. *International Journal of Business Innovation.*, 2(4), 1–39. <https://doi.org/10.34732/ijbi.v2i4.34732>.

Lu, A., & Gursoy, D. (2013). Impact of Job Burnout on Satisfaction and Turnover Intention: Do Generational Differences Matter?. *Journal of Hospitality & Tourism Research.*, 40(2), 1–26. <https://doi.org/10.1177/1096348013495696>.

Lyons, S., Schweitzer, L., & Ng, E. (2015). How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*. 30. 8-21. , 30, 8–21. <https://doi.org/10.1108/JMP-07-2014-0210>

Mahoney, A. (2015). *Commitment and Employee Development: Comparing Generations X and Y*. <https://doi.org/10.1177/1096348013495696> https://scholarworks.sjsu.edu/etd_theses/4597

Mas'ul, Z. (2023). Projecting the Future Ageing Population in Post-2045 : The Today's Millennials Perspectives. *Jurnal Jamsostek*, 1(1), 1–28.

Maslach, C., & Leiter, M. (2022). *The Burnout Challenge: Managing People's Relationships with Their Jobs*. <https://doi.org/10.2307/j.ctv30hx4qc>.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103. <https://doi.org/https://doi.org/10.1002/wps.20311>

Mensah, R., & Kosi, I. (2016). Organizational Commitment and Turnover Intentions of Clinical Laboratory Scientists in Ghana. *European Journal of Business and Management*, 8(2), 164–172.

Nabahani, P. R., & Riyanto, S. (2020). Job Satisfaction and Work Motivation in Enhancing Generation Z's Organizational Commitment. *Journal of Social Science*.

Pandey, D. L. (2019). Job Hopping Tendency In Millennials. *Nepal Journals Online*, 4(1), 41–46.

Paulise, L. (2021). Why Millennials And Gen-Z Are Leading The Great Resignation Trend. *Forbes*. <https://www.forbes.com/sites/lucianapaulise/2021/10/26/why-millennials-and-gen-z-are-leading-the-great-resignation-trend/>

Pranaya, D. (2014). Job-Hopping – An Analytical Review. *IMPACT Journal*, 2(4), 67–72.

Radu, C. (2023). Fostering a Positive Workplace Culture: Impacts on Performance and Agility. In *Human Resource Management - An Update* (pp. 1–18). IntechOpen. <https://doi.org/10.5772/intechopen.1003259>.

Sabie, O. -M., Nastacă, C.-C., & Brișcariu, M.-R. (2025). The Impact of Emotional Intelligence on Public Employees' Job Stress and Willingness to deliver high-quality and performant public services. *Transylvanian Review of Administrative Sciences*, 74, 130–150. <https://doi.org/10.24193/tras.74E.7>

Sfetcu, N. (2020). *Emotions and Emotional Intelligence in Organizations*. <https://doi.org/10.13140/RG.2.2.32802.79041>.

Sihombing, S., Astuti, E., Mussadieq, M., Hamied, D., & Rahardjo, K. (2018). The effect of servant leadership to rewards, organizational culture, and its implication to employee's performance. *International Journal of Law and Management.*, 60. <https://doi.org/00-00-10.1108/IJLMA-12-2016-0174>.

Soelton, M., Ketaren, G. P., Oktaviar, C., Wahyono, T., Imaningsih, E. S., & Saratian, E. T. (2021). Apakah Employee Engagement yang baik dipengaruhi keseimbangan antara kecerdasan emosional, beban kerja dan work life balance? *Conference on Economic and Business Innovation Vol 1(1), 1-14.*, 1154–1167. <https://jurnal.widyagama.ac.id/index.php/cebi/article/view/178>

Soelton, M., Wahyono, T., Oktaviar, C., Arief, H., Saratian, E. T. P., Cahyawati, I., & Syah, T. Y. R. (2021). Job Insecurity Anomaly on Turnover Intention and Employee Performance in The Organization Heavy Equipment Transportation Services. *European Journal of*

Business and Management Research., 6, 211-216.
<https://doi.org/10.24018/ejbm.2021.6.2.822>.

Supramaniam, S., & Singaravelloo, K. (2021). Impact of Emotional Intelligence on Organisational Performance: An Analysis in the Malaysian Public Administration. *Administrative Sciences*, 11(3), 76.
<https://doi.org/https://doi.org/10.3390/admsci11030076>

Swan, P. (2021). *Entrepreneurship and Generation Z: the behavioural characteristics of Generation Z entrepreneurs in Wales* (Issue May). Business School University of South Wales Pontypridd.

Tanoto, S. R., & Tami, E. G. (2024). Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics. *Binus Business Review*, 15(3), 225–238.
<https://doi.org/Https://doi.org/10.21512/bbr.v15i3.11277>

Thaariq, Z. Z. A. (2023). Learner Characteristics based on Generational Differences. *Jurnal Pendidikan Humaniora*, 11(1), 10–20. <https://doi.org/10.17977/um011v11i12023p10-20>

Tóth-Király, I., Gillet, N., Inhaber, J., Houle, S., Vandenberghe, C., & Morin, A. (2023). Job engagement trajectories: Their associations with leader-member exchange and their implications for employees. *Journal of Occupational and Organizational Psychology*, 96(3). <https://doi.org/10.1111/joop.12433>.

Triana, I., & Prihandoko, D. (2024). The Effect of Career Developmentin The Millennial Generation. *JURNAL BECOSS (Business Economic, Communication, and Social Sciences)*, 6(3), 177–188. <https://doi.org/10.21512/becossjournal.v6i3.11980>

Umesh, U., Anakha, A., Lazar, V., Dua, B., & Bhandwalkar, S. S. (2023). The Role of Emotional Intelligence in Interpersonal Relationships and Success. *Shodha Prabha (UGC CARE Journal)*, 23(48), 112–120.

Viakarina, D. A. G., & Pertiwi, K. (2022). Millenial's Perspective of Job-Hopping Phenomenon and The Impact of Covid-19 Pandemic. *ICE-BEES 2021*, 1–8.
<https://doi.org/10.4108/eai.27-7-2021.2316832>

Wood, J., Oh, J., Park, J., & Kim, W. (2020). The Relationship Between Work Engagement and Work–Life Balance in Organizations: A Review of the Empirical Research. *Human Resource Development Review*, 19(3), 240-262.
<https://doi.org/https://doi.org/10.1177/1534484320917560>

Zahari, S. N., & Puteh, F. (2023). Gen Z Workforce and Job-Hopping Intention: A Study among University Students in Malaysia. *International Journal of Academic Research in Business and Social Sciences.*, 13(1). <https://doi.org/10.6007/IJARBSS/v13-i1/15540>.

Zamri, M. N., Zaki, M. R. M., & Zafri, N. Z. M. (2022). Determinants Of Job-Hopping: A Conceptual Paper. *Seminar Wacana Pendidikan, October*.

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Front Public Health.*, 13(10). <https://doi.org/doi: 10.3389/fpubh.2022.890400>.